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The Relationship between Organizational Culture and Employee Performance in Nigerian Tertiary Institutions: A Proposed Theoretical Framework

Sabiu Salihu Malam¹, Luba Bello Dogon Daji² and Abdulkadir Aminu Ladan³

¹Department of Public Administration, Umaru Ali Shinkafi Polytechnic, Sokoto

sabiumsalihu@yahoo.com

²Department of Business Administration, Umaru Ali Shinkafi Polytechnic, Sokoto

lubadogondaji@gmail.com

³Department of Business Administration, Umaru Ali Shinkafi Polytechnic, Sokoto

abdulkadiraminuladan@gmail.com

ABSTRACT

This paper proposed theoretical framework to examine the linkage between organisational culture and employee performance in Nigerian Tertiary Institution. Several factors have been considered as the factors influencing employee performance in organization. Some of these factors include, employee commitment, personality, job satisfaction, emotional intelligence, organizational citizenship behavior among others. While some studies considered human resource management practices (HRM practices) both individual practice and bundles practices. Despite these studies, however, literature is lacking on the linkage between organisational culture and employee performance in sub-Saharan African context particularly Nigeria. Therefore, this study intends to examine the relationship between organisational culture and employee performance in Nigeria tertiary institutions Polytechnics in particular.

Keywords: Organisational culture; Tertiary institutions; Employee performance; Nigeria

1. INTRODUCTION

World over, remarkable achievement has been recorded in the Nigerian educational sector, still Nigeria high educational institutions are faced with the issues of low employee performance (Adamolekun, 2016; Ogoamaka & Duze, 2011). According to United Nations Development Programme [UNDP], (2015). Nigeria is faced with low quality of education compared to other countries. One of the contributing factors is lack of organizational culture among lecturers in the Nigerian high educational institutions (HEIs).

Similarly, Trust (2015) reported that the honorable minister of education in the republic of Nigeria pointed out challenges facing educational sector especially in the higher institutions in Nigeria are compounded with unethical values among the employees and the system in general which need to be addressed and attain performance for both employees and organizations. Therefore, neglecting of ethical values that suit organization leads to low performance and productivity whereby, ethical values are important component to sustaining effective performance, and competitive advantage,

particularly in the Nigerian higher education institutions (Madu, 2011). Following this, Yassin, Ali, Ali, and Adan (2013) argued that organizations where employees are surrounded with stressful working conditions it may likely to affect the performance of lecturer in the higher institutions.

Similarly, Isa, Zahari, and Yusoff (2015) stated that, performance of higher education in Nigeria is low due to unfavorable working facilities such as building for academic activities, furniture, toilet facilities and lighting (Babatope, 2010; Musa & Baharum, 2012; Ndirangu & Udoto, 2011). In related development, Shuaib, Enatto, and Hakeem, (2015) emphasized that conducive social and working environment for innovations and transformations is necessary in the educational sector to enhance the performance of the employees.

Some researchers (Abdulkareem, Sheu, & Kayode, 2015; Omisore, 2015) have tried to examine the relationship between organizational cultures with employee performance in the Nigerian high educational institutions but still there is problem of employee performance. Based on the above mention problems it is important to conduct more research on the area.

Interestingly, the researcher introduces a variable such as organisational culture as an independent variable to test its influence in shaping the positive lecturer's performance in high educational institutions especially in the Northwest region polytechnics in Nigeria.

Several factors have been considered as factors influencing employee performance, some of the factors are ethics, values and attitudes (Fatile, 2013; Omisore, 2015), communication Ehrlich and Cataldo, (2012), human resource development (Adiguzel, Yukse, & Tekin, 2010; Muchhal, 2014; Okoye & Ezejiofor, 2013), emotional intelligent Kumar & Kamalanaban, 2005; Shooshtarian et al., 2013), organizational culture Bodla, Ali, & Ali, 2013; Hofferberth & Urich, 2011; Nazir & Zami, 2015; Okechukwu, 2014; Shaukat, Ashraf, &



Ghafoor, 2015; Sultana, Irum, Mahmood, Ahmed, & Nasir, (2012) engagement Anitha, (2014) job stress (Chen, 2009; Yozgat, et al., 2013), leadership and politics (Ogbonna & Harris, 2000; Sabir, Iqbal, & Rehman, 2012), personality (Abdullah et al., 2013; Durrah et al., 2016).

However, these studies help us to understand the factors influencing performance in organization, literatures indicate that more attention should be paid to OC and EP more especially in public sector organization (HEIs). Although, there are inconsistencies and mixed findings, some studies showed positive relationship, (Agwu, 2014; Bonsu & Kusi 2014; Brockner et al. 2013 and Nazir & Zamir, 2015), found significant relationship between OC and EP. While other studies (Ying & Zaman, 2009) found insignificant relationship between OC and EP. Also (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between OC and EP. Since the results from these two studies are conflicting, hence inconclusive, therefore further in-depth research should be done to verify the findings in the case of Nigeria settings.

Thus, the objective of this paper is to examine the relationship between OC and EP Nigerian HEIs. The paper is divided into six parts. The first part is introduction, the second part is a literature review, part three is research framework, part four is theoretical underpinning, while, part five is the proposed methodology which comprises, the study population; sample; and techniques for data analysis and the final part is conclusion.

2. LITERATURE REVIEW

It has been often debated in several academic discourses that not much emphasis was shown in clarifying the concept of performance; in essence, attention has always been on what qualifies performance. For instance, employee performance, organizational performance and etc. as far as this study is concerned, the researcher will try and give an elaborate explanation of the concept of performance. Several authors such Tutar, Altinoz, and Cakiroglu (2011) sees performance as the level of attaining desired end for both the individual and organization. Also Justine and Florence (2015) explained performance as the ability on individual departments and sections execute given duties allocated to him/her. It serves as a basis for organizations to measure an individual employee input and out puts to obtain his/her amount of contribution to the success of organizational goals.

In the words of Aguinis and Kurt Kraiger (2009) performance does not include the results of an employee's behavior, but only the behaviors themselves. It was argued further that perceived employee performance signifies employee belief that their behaviors contribute to the success of the organizations. Earlier argued by McCloy, Campbell, and Cudeck (1994) that employee performance could be explained from the stand points of three factors which enable them to perform better compared to others these factors are "declarative knowledge", "procedural knowledge" and "motivation". Put differently, (Carlson1, Upton1, & Seaman, 2006) projected human resource management practices about five of them that may affect performance such as compensation, training and development, performance appraisal, package of recruitment, and preserving morale. In a related scenario, (Tessema & Soeters, 2006) used eight HR practices i.e. recruitment and selection, placement, training, compensation, performance evaluation, promotion, grievance handling and pension or social security in relation with employee performance. Similarly, Tabiu, Pangil, and Othman (2016) agreed on some factors such as recruitment, training, involvement, maintenance and separation that enhance employee performance. Whereas, job security, working conditions, employee empowerment relationship with colleagues and relationship with supervisors are also strong contributing determinants of employee performance in organizations, (Shahzad, 2014). Subsequently, a significant relationship was found between Human Resource Practices of working conditions, job description, internal career growth and result oriented appraisal with performance of employee, (Nadeem, Ahmad, Ahmad, Abdullah, & Nadeem, Muhammad; Ahmad, Rashid; Ahmad, Naveed; Abdullah, 2015).

Previous empirical studies were conducted to determined performance in an organization. For instance, the study conducted by Edirisooriya (2014) on the impact of rewards on employee performance with 100 sample collected from a population of 1075 employees in the Electro Co in Srilanka. The study uses two types of rewards i.e. intrinsic and extrinsic rewards. The results revealed significant relationship between intrinsic and extrinsic rewards and employee performance. Similarly, Bonsu and Kusi (2014) conducted their study on the relationship between motivation and performance of District Assembly workers in Ashanti Region where 60 participated as respondents. The study is qualitative but the strategy for analytical framework is both quantitative and qualitative also the study was



analyzed using SPSS computer software. The study indicated that lack of motivation brings high absenteeism and high cost, the study was also able to found out that 40% of the employees are deactivated due to poor working condition in the organization which affirms the Herzberg theory of Y. more so, the study of Suliman and Harethi (2013), 514 sample was collected from full time respondents of public security organization in UAE randomly chosen from top, middle and lower level management to measure the perceived work climate and employee performance and the investigations show that organizational climate and its components significantly predict performance and its factors

However, in the study conducted by Kuzu and Özilhan, (2014) on the effect of employee relationship and knowledge sharing on employee performance in five star hotels in Antalya, Turkey with a sample of 80 respondents and used statistical package SPSS. The study showed knowledge sharing relate to employee relationship significantly

2.2 Organizational culture and employee performance

It has been supported by scholars in the field of human resource management that if organizations desire commitment of their employees, those organizations will have to ensure that employees strictly identify with the values, norms and beliefs of the organization. That is done by explaining the culture of the organization to the employees who will imbibe the culture to be able to get familiar with the organizational system. The process of imbibing the culture entails learning and deciding whether or not individual can cope with the job requirements. Arguably, organization being a learning environment, it depicts the proper understanding and organizational culture. Scholars such as (Uha & Ismail, 2013) opined that with the organizational culture we can improve the behavior and motivation of human resources so as to improve its performance and in turn improve the performance of the organization to achieve organizational goals. Jones and George, (2006) believe that the culture of the organization should be developed and improved upon to support continuous improvement of employee performance, improve employees' style of performing their job and thus develop quality awareness. For employees to perform successfully in organizations, it is important to be able to identify cultural differences and be adjustable (Deter, Schroeder, & Mauriel, 2000). Hakim, (2015) denotes that organizational

culture has a positive and significant impact on organizational commitment and employee performance. And organizational commitment has a significant role as a mediating variable between organizational cultures with employee performance. Therefore his findings give meaning that, to improve employee performance it is necessary to increase organizational culture and organizational commitment. Wambugu, (2014) exclaimed that organizations should focus on organizational factors that have significant effect if at all they want to enhance their goals such factors include organizational values, organizational climate leadership styles and work process have more significant effect to employee job performance. Therefore organizational culture has an active and direct role on employee performance (Ahmed, 2012).

Previous studies on organizational culture and employee performance found positive significant results, for instance, the study conducted by (Dahie, Takow, Nur, & Osman, 2016). In African context on effect of OC and EP using sample of 80 respondents from three Telecommunication Firms in Mogadishu, Somalia however, using correlation coefficient, the study found that academic achievement (Dependent variable) had significant positive influence with three independent variables namely: competitive culture, entrepreneurial culture and consensual culture. Also, the result of regression analysis found that three constructs had statistically significant, positive, and straight effects on EP. Again, one study by Nazir and Zami (2015) on Impact of OC and EP in Pakistan, whereby 60 respondents were sampled from different organizations on 5 point scale and mean standard deviation and t-test, Pearson correlation were applied the results shows that that there is positive relationship between OC and EP also indicates that there is no significant difference in responses between gender of employees regarding OC and EP. While, some studies shown that there are indirect and insignificant relationship between OC and EP (Rahman, Kamarulzaman, & Sambasivan, 2013; Uddin, 2013) found positive and negative mannerism between OC and EP. The present study hypothesizes that

H1: Organizational culture positively relates to employee performance.

2.2 Proposed Conceptual Framework

The research framework will examine the relationships between OC and EP more specifically on lecturer's performance in Nigerian HEIs.



Figure 2.1: The proposed framework

3. Underpinning Theory

A theory of person-organization fit is chosen to guide the research framework. person-organization fit (PO-fit) (Kristof, 1996) is one of the most popular areas of research in the general management and organizational behavior fields (Bright, 2007). Person-organization fit is defined as being “the compatibility between people and organizations which occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (Kristof, 1996). Vianen, Pater and Van Dijk (2007) elaborates that people’s fit with the organization (P-O fit) associates a person’s personality, goals and values with those of the organization. Peoples’ values are vital attributes on which to establish their fit. Within the work context, values have been labeled as work values. The PO fit theory, basically argues that people are attracted to and selected by organizations that equal their values and they leave organizations that are not well-suited with their personalities (Robbins, & Judge, 2009)

4. Proposed Methodology

The present paper intends to use quantitative method, a primary data will be collected using

questionnaire, and the focus of the study is lecturer’s performance in HEIs in Nigeria using 11 polytechnics in the Sokoto, Kebbi and Zamfara in Northwest region. Lecturers are chosen as unit of analysis. The sample to be use is 331 from the total population of 2321 based on Krejcie and Morgan (1970) and Sekeran and Bougie (2013) determining sample size table. PLS SEM will be used in the data analysis, it is a second-generation analysis technique which came to overcome the shortcomings of the first-generation statistical techniques like of regression analysis, hierarchical regression, Manova, Factor analysis, Analysis of variance. It also considered important in testing measured, latent variables and complex model (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014).

5. Conclusion

This paper relationship between organizational culture and employee performance, as depicted in Figure 1. If the proposed framework empirically validated, finding will provide important insight to the policy makers, academics and practitioners into the significant direct effect of organizational culture and employee performance in the Nigerian high educational institutions.

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